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## The Relationship Between Work-Family Conflict, Emotional Regulation, and Psychological Well-Being Among Working Mothers at PT X

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**Abstract:** This study was conducted to analyse the relationship between work-family conflict and emotional regulation on psychological well-being among working mothers who serve as the primary breadwinners at PT X. The study employed a quantitative approach using a descriptive correlational method and multiple linear regression analysis. Based on the results of the Pearson Product Moment correlation test for the work-family conflict variable, a correlation coefficient of 0.177 was obtained with a significance value of 0.175 ( $p > 0.05$ ). These results indicate that no significant relationship was found between work-family conflict and psychological well-being among working mothers acting as female breadwinners at PT X. Meanwhile, emotional regulation showed a positive and significant relationship with psychological well-being, with a significance level of 0.000 ( $p < 0.05$ ) and a correlation coefficient of 0.996. This finding indicates that the ability to manage and control emotions plays a crucial role in enhancing the psychological well-being of working mothers. The results of the simultaneous test (F-test) also showed that work-family conflict and emotional regulation together have a significant relationship with psychological well-being, with a significance value of 0.000 ( $p < 0.05$ ) and a coefficient of determination ( $R^2$ ) of 0.993. Emotional regulation is therefore the most influential factor in helping working mothers, as female breadwinners, maintain psychological stability amidst the demands of work and family life.

**Keyword:** Female Breadwinner, Psychological well-being, Emotional Regulation, Work-family conflict

### INTRODUCTION

Changes in women's economic roles within the family have led many wives to become the main breadwinners, particularly in the industrial sector (Putri & Satri, 2026). For women, working has become a tangible way of contributing to the family's economic stability, especially when the husband's income is insufficient to meet basic needs, meaning women play a part in providing for the family's material needs (Afrizal et al., 2021). This situation indicates a shift in women's roles, which are no longer confined to the domestic sphere but have extended to the productive sphere; in some cases, women have even become the primary economic providers for the family.

The impact of work-family conflict is not only felt in the workplace and at home but can also affect an individual's emotional state and psychological well-being. In dealing with this conflict, emotional regulation skills are a key factor in helping individuals manage the resulting stress. A study by (Pradani, 2023) titled "A Profile of Emotional Regulation Among Working Mothers Experiencing Dual-Role Conflict" shows that emotional regulation plays a role in helping working mothers cope with dual-role conflict. Furthermore, a study conducted by (Rumah et al., 2020) on "The Relationship Between Work-Family Conflict and Psychological Well-Being Among Working Mothers Who Are Nurses" found that work-family conflict is negatively associated with psychological well-being. Similar findings were also presented by (Riski & Betrix, 2024) in the study "Work-Family Conflict, Social Support, Psychological Well-Being, and Emotional Fatigue Among Working Women," which showed that work-family conflict is associated with increased emotional fatigue and decreased psychological well-being among working women.

This situation illustrates the concept of work-family conflict, which refers to a situation where the demands of work divert attention away from family responsibilities, or where family responsibilities hinder the completion of work (Obrenovic et al., 2020). The pressure becomes even more acute when work demands the best possible results, whilst the family still requires full involvement, leaving women in a dilemma when it comes to managing their daily activities (Milia et al., 2022). This phenomenon indicates that female workers are often required to simultaneously fulfill responsibilities in both work and family domains. Consequently, competing demands for time, energy, and attention may make it increasingly difficult for women to balance these roles effectively, thereby increasing their susceptibility to work-family conflict.

Emotional regulation is an individual's ability to recognise, understand and manage the emotional responses that arise when facing various life situations. This ability helps individuals control their emotional reactions so that they remain in harmony with the demands of their environment and the circumstances they face (Priyanto et al., 2023). Furthermore, emotional regulation is a crucial aspect required by every individual as a foundation for expressing the problems they face (Samillah et al., 2026). Consequently, emotional regulation acts as an internal mechanism that helps individuals mitigate the impact of work and family pressures, preventing them from developing into psychological disorders (Sastri, 2022). Psychological well-being is of paramount importance in all our lives. Given the importance of psychological well-being, people are expected to have good mental health so that they can feel happy in their lives (Sastri et al., 2023) This suggests that emotional regulation is not only essential for managing emotional responses but also serves as an important personal resource that enables individuals to adapt to challenging situations and maintain their psychological functioning. Therefore, individuals with better emotional regulation abilities are more likely to cope effectively with life stressors and preserve their psychological well-being.

PT X is a clothing manufacturing company that has been operating at full capacity for many years (Alfaridzi et al., 2025). In the manufacturing industry, production operators play a key role in ensuring the smooth running of production processes and the achievement of output targets (Artia & Akbar, 2025). The company's operations require a large workforce, and most positions in the production department are held by women. Many of these female workers have families and fulfil the role of mothers. This situation means that women are not only workers but also bear domestic responsibilities, ensuring that household needs are met despite working in a demanding industrial environment.

Allen et al. (2020) explain that "work-family conflict is consistently associated with higher levels of stress, emotional exhaustion, and negative mood." In other words, conflict between work and family is linked to increased stress, emotional exhaustion, and the emergence of negative moods. They state that "when work demands interfere with family roles, individuals are more likely to experience fatigue and emotional irritability at home."

(Sonntag et al., 2022) explain that “when individuals are unable to mentally detach from work, the process of recovering from work-related stress is hindered, allowing psychological fatigue to persist.” Psychological well-being refers to a state of optimal psychological functioning, characterised not only by the absence of mental disorders but also by an individual’s ability to lead a meaningful and productive life (Gumilar & Akbar, 2026). The accumulation of high levels of work-family conflict and the constant demands of emotional regulation led to a decline in psychological well-being.

Mulang et al. (2024) conducted a study on female workers in the retail sector and found that the higher the conflict between work and family roles, the greater the emotional strain experienced. (Riski et al., 2024) studied female factory workers and found that the demands of work, combined with family responsibilities, triggered feelings of overwhelm and affected emotional stability. (Beby, et al., 2024) examined the conditions of female workers in the service industry and reported that the clash between these two role demands made it difficult for women to manage their energy, leading to a tendency towards negative emotional responses. The findings from these studies demonstrate a link between work-family conflict and psychological well-being, but do not yet provide an in-depth picture of women who act as the family’s primary breadwinners (Nuradina et al., 2023). This finding suggests that women who serve as primary breadwinners may be particularly vulnerable to the negative effects of work-family conflict because they face both economic and family responsibilities simultaneously. Therefore, examining this relationship among female breadwinners becomes important to better understand factors affecting their psychological well-being.

Research on emotional regulation has also been conducted in various contexts. (Rinaldi et al., 2025) state that emotional regulation plays a role in reducing negative emotional reactions when work-related stress increases. (Farhanna, 2020) found that emotional regulation is associated with life satisfaction among working women. (Mariyati et al., 2020) demonstrated that emotional regulation contributes to women’s psychological well-being; however, their study did not focus on women who are the primary breadwinners of their families. These findings have not yet examined psychological well-being in the context of female breadwinners in the manufacturing sector; therefore, this study offers a new perspective on the relationship between work–family conflict, emotional regulation, and psychological well-being among working mothers (female breadwinners) at PT X. By examining the relationship between work–family conflict, emotional regulation, and psychological well-being among working mothers at PT X who act as female breadwinners, this study provides a comprehensive overview of the factors influencing mental health among women with strategic roles within the family.

Based on the theoretical framework and the findings of previous research, the hypotheses proposed in this study are as follows:

**H1:** There is a significant relationship between work-family conflict and psychological well-being among working mothers (female breadwinners) at PT X.

**H2:** There is a significant relationship between Emotional Regulation and Psychological Well-Being among working mothers (female breadwinners) at PT X.

**H3:** There is a significant relationship between Work-Family Conflict and Emotional Regulation, simultaneously, and Psychological Well-Being among working mothers (female breadwinners) at PT X.

## **METHOD**

This study employs a quantitative approach with a descriptive-correlational design (Risyadi & Rendy, 2026). The quantitative approach aims to obtain numerical data to understand the characteristics of variables and the relationships between the variables under study; descriptive analysis is used to present data systematically so as to obtain an objective picture of the conditions of the research subjects, whilst correlation analysis is used to

determine the relationship between work-family conflict and emotional regulation with psychological well-being among working mothers at PT X. Data collection for this study employed a purposive sampling method. This method was chosen as it facilitates the researcher’s identification of participants who meet the established criteria (Ayunda & Sastri, 2025). The aim of this study is to analyse the relationship between work-family conflict (X1) and psychological well-being (Y), to analyse the relationship between emotional regulation (X2) and psychological well-being (Y), and to analyse the relationship between work-family conflict (X1) and emotional regulation (X2) with psychological well-being (Y) among working mothers at PT X. Data analysis was conducted using SPSS version 32, with the aim of thoroughly investigating the overall and individual effects of both independent variables on the dependent variable. The distributed questionnaires were assessed and analysed using a Likert scale.

**Table 1. Operational Definitions of Research Variables**

Variable	Operational Definition	Dimensions/Indicators
Work-Family Conflict (WFC)	Conflict arising from a mismatch between the demands of work and family roles, such that the fulfilment of one role interferes with the other (Greenhaus & Beutell, 1985).	1) Time-Based Conflict 2) Strain-Based Conflict 3) Behavior-Based
Emotional Regulation (ER)	An individual’s ability to manage, evaluate, and express emotions adaptively (Gross & John, 2003).	1) Cognitive Reappraisal (cognitive reappraisal) 2) Expressive Suppression (control of emotional expression)
Psychological Well-Being (PWB)	An individual’s state demonstrating positive psychological functioning and the ability to develop one’s potential to the fullest (Ryff, 1989).	1) Self-Acceptance 2) Positive Relations with Others 3) Autonomy 4) Environmental Mastery 5) Purpose in Life 6) Personal Growth

Source: Compiled by Researchers (2026)

### Research Participants

The study population consisted of working mothers who served as the primary breadwinners at PT X, located in Bandung Regency, West Java. The sampling technique employed was purposive sampling, with the criteria being that respondents were married, had children, worked at PT X, and were the primary breadwinners in their families. Based on these criteria, 60 respondents were identified as eligible for inclusion in the study sample.

### Research Instruments

Research data were collected using a questionnaire developed by the researcher based on the theoretical indicators of each research variable and distributed online via Google Forms (Nabila Nurul Saskia, 2025). The Work-Family Conflict (WFC) instrument is based on the theory of Greenhaus and Beutell (1985), comprising the dimensions of time-based conflict, strain-based conflict, and behaviour-based conflict. The Emotional Regulation instrument is based on the theory of Gross and John (2003), covering the aspects of cognitive reappraisal and expressive suppression. Meanwhile, the Psychological Well-Being (PWB) instrument is based on Ryff’s model (1989), which includes the dimensions of self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life, and personal growth. All items were measured using a five-point Likert scale, ranging from ‘strongly disagree’ to ‘strongly agree’.

The validity test results indicate that the WFC comprises 17 valid items, Emotional Regulation comprises 14 valid items, and PWB comprises 30 valid items. Furthermore, the

reliability test results showed a Cronbach’s Alpha value of 0.934 for the WFC, 0.717 for Emotional Regulation, and 0.876 for PWB. Consequently, all research instruments were deemed valid and reliable and are therefore suitable for use as data collection tools.

## RESULTS AND DISCUSSION

### Respondent Characteristics

**Table 2. Respondent Characteristics (N = 60)**

Characteristics	Categories	n	%
Age	≤ 25 years	6	10%
	26–30 years	27	45%
	31–35 years	21	35%
	≥ 35 years	6	10%
Number of children	1 children	24	40%
	2 children	27	45%
	≥ 3 children	9	15%
Length of employment	< 1 years	5	8%
	1–3 years	29	48%
	≥ 3 years	26	44%
Husband’s employment status	Employed	13	22%
	Unemployed	47	78%

Source: Compiled by Researchers (2026)

According to Table 2, the majority of respondents were aged between 26 and 30 (45.0%), had two children (45.0%), had been in employment for 1–3 years (48.3%), and had a husband who was not in employment (78.3%). These findings indicate that the majority of respondents are working mothers of working age who act as the primary breadwinners in their families and bear significant responsibilities both at work and in family life.

### Descriptive Statistical Analysis

Descriptive analysis aims to provide an overview of the characteristics of the data obtained from the research respondents. This analysis is carried out by examining the mean, standard deviation, minimum and maximum values of each research variable (Putri, H. N., Nuradina, K. & Bernadus, 2026). Through descriptive analysis, researchers can identify the general tendency of respondents scores on Work Family Conflict (WFC). (Hikmah, 2017) The variables analysed in this study include Work-Family Conflict (WFC), Emotional Regulation (ER), and Psychological Well-Being (PWB).

**Table 3. Descriptive Statistics**

Variable	Mean	Std. Dev.	Min.	Max.
Work-Family Conflict (WFC)	69,97	10,995	31	82
Emotional Regulation (ER)	42,83	4,847	28	50
Psychological Well-Being (PWB)	91,33	10,547	59	107

Source: Compiled by Researchers (2026)

Based on the table above, the researcher observed that the data distribution for the Work-Family Conflict (WFC) variable had a mean of 69.97 with a standard deviation of 10.995. The minimum value for this variable was 31 and the maximum value was . This indicates a variation in the levels of Work-Family Conflict experienced by the study’s respondents. Furthermore, the Emotional Regulation (RE) variable has a mean of 42.83 with a standard deviation of 4.847. The minimum value obtained is 28 and the maximum value is 50. These data indicate that the respondents’ Emotional Regulation abilities are quite varied, although the spread of the data is not particularly large. As for the Psychological Well-Being (PWB) variable, it showed a mean score of 91.33 with a standard deviation of 10.547. The

minimum score for this variable was 59 and the maximum score was 107. These results illustrate that the respondents' levels of Psychological Well-Being fall within a fairly wide range.

To examine the distribution of data according to the categories of high, medium and low, the research variables were categorised. The categorisation of the research variables is shown in the following table:

**Table 4. Distribution of Research Variable Categories**

Variable	Low	Medium	High	Total n=60
Work-Family Conflict	1 (2%)	8 (13%)	51 (85%)	100
Emotional Regulation	2 (3%)	36 (60%)	22 (37%)	100
Psychological Well-Being	0 (0%)	52 (87%)	8 (13%)	100

Source: Compiled by Researchers (2026)

According to Table 4, the majority of respondents reported high levels of work-family conflict (85%), moderate levels of emotional regulation (60%), and moderate levels of psychological well-being (87%). These findings suggest that although respondents experience relatively high levels of role conflict, they are still able to maintain a reasonably good level of psychological well-being, which is likely related to their emotional regulation skills.

### Test of Classical Assumptions Normality Test

**Table 5. Results of the Normality Test**

Tested Data	N	Kolmogorov – Smirnov Z	Sig. (Asymp. Sig. 2-tailed)
Unstandardized Residual	60	0,103	0,183

Source: Compiled by Researchers (2026)

Based on the results of the normality test using the One-Sample Kolmogorov-Smirnov test, an Asymp. Sig. (2-tailed) value of 0.182 was obtained. This value is greater than 0.05 ( $0.182 > 0.05$ ), so it can be concluded that the residual data in this study are normally distributed.

### Multicollinearity Test

**Table 6. Results of the Multicollinearity Test**

Model	Collinearity Statistics		Descriptions
	Tolerance	VIF	
WFC	0.963	1.039	There is no multicollinearity
RE	0.963	1.039	There is no multicollinearity

a. Dependent Variable: PWB

Source: Compiled by Researchers (2026)

Based on Table 6, the Work-Family Conflict (WFC) variable has a Tolerance value of 0.963 and a VIF value of 1.039. The Emotional Regulation (RE) variable has a Tolerance value of 0.963 and a VIF value of 1.039. The Tolerance values for both variables are greater than 0.10 and the VIF values are less than 10. It can be concluded that there is no multicollinearity between the independent variables in the regression model of this study. This indicates that the Work-Family Conflict (WFC) and Emotional Regulation (RE) variables do not have a high linear relationship and are therefore suitable for use in further regression analysis.

## Pearson Product-Moment Correlation Test

**Table 7. Results of the Pearson Product-Moment Correlation Test**

		Correlations		
		WFC	RE	PWB
WFC	Pearson Correlation	1	0.193	0.177
	Sig. (2-tailed)		0.140	0.175
	N	60	60	60
RE	Pearson Correlation	0.193	1	.996***
	Sig. (2-tailed)	0.140		0.000
	N	60	60	60
PWB	Pearson Correlation	0.177	.996***	1
	Sig. (2-tailed)	0.175	0.000	
	N	60	60	60

\*\*\*. Correlation is significant at the 0.001 level (2-tailed).

Source: Compiled by Researchers (2026)

Based on the results of the Pearson Product-Moment correlation test, there was no significant relationship between Work-Family Conflict and Emotional Regulation ( $r = 0.193$ ;  $p = 0.140$ ) or between Work-Family Conflict and Psychological Well-Being ( $r = 0.177$ ;  $p = 0.175$ ). Conversely, there was a very strong and significant positive relationship between Emotional Regulation and Psychological Well-Being ( $r = 0.996$ ;  $p < 0.001$ ). These results indicate that the better the respondents' emotional regulation skills, the higher their level of psychological well-being.

## Analysis of the Influence of Research Variables Coefficient of Determination Test

**Table 8. Coefficient of Determination Test**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.996a	0.993	0.993	0.907	1.771

Source: Compiled by Researchers (2026)

Based on the results of the coefficient of determination test in the table above, an R-squared value of 0.993 was obtained. This indicates that 99.3% of the variation in Psychological Well-Being (PWB) can be explained by the variables Work-Family Conflict (WFC) and Emotional Regulation (ER) acting simultaneously. Meanwhile, the remaining 0.7% is influenced by other factors outside the research model.

## Multiple Linear Regression Test

The multiple linear regression test was used to determine the influence of the Work-Family Conflict (WFC) and Emotional Regulation (RE) variables on Psychological Well-Being (PWB). This analysis also aimed to determine the direction of the relationship and the magnitude of each independent variable's contribution to the dependent variable (Wahdah & Akbar, 2025). The results of this analysis will indicate whether Work-Family Conflict and Emotional Regulation significantly predict Psychological Well-Being among working mothers, as well as identify which variable contributes more strongly to variations in Psychological Well-Being.

**Table 9. Multiple Linear Regression Test**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.781	1.190		-0.656	0.514
	WFC	-0.014	0.011	-0.015	-1.322	0.191
	RE	2.174	0.025	0.999	87.620	0.000

a. Dependent Variable: PWB

Source: Compiled by Researchers (2026)

Based on the results of the multiple linear regression analysis, a constant value of -0.781 indicates that if the Work-Family Conflict (WFC) and Emotional Regulation (ER) variables are set to 0, the Psychological Well-Being (PWB) value is -0.781. The Work-Family Conflict (WFC) variable has a regression coefficient of -0.014. This indicates that a one-unit increase in the WFC variable will reduce the Psychological Well-Being (PWB) value by 0.014, assuming all other variables remain constant. The Emotional Regulation (RE) variable has a regression coefficient of 2.174. This indicates that a one-unit increase in the Emotional Regulation variable will increase the Psychological Well-Being (PWB) value by 2.174, assuming all other variables remain constant.

**F-Test (Simultaneous)**

**Table 10. F-Test (Simultaneous)**

Model		ANOVA <sup>a</sup>				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6516.484	2	3258.242	3964.232	<.001b
	Residual	46.849	57	0.822		
	Total	6563.333	59			

a. Dependent Variable: PWB

b. Predictors: (Constant), RE, WFC

Source: Compiled by Researchers (2026)

Based on the results of the simultaneous test, an F-value of 3964.232 was obtained with a significance level of 0.000 ( $p < 0.05$ ). These results indicate that Work-Family Conflict and Emotional Regulation together have a significant effect on Psychological Well-Being. Consequently, the regression model used in this study is deemed suitable for explaining the relationships between the variables.

**T-Test (Partial)**

**Table 11. T-Test (Partial)**

Variable	t calculates	Sig.	Descriptions
Work-Family Conflict (WFC)	-1,322	0,191	Not significant

Source: Compiled by Researchers (2026)

The results of the partial tests indicate that Work-Family Conflict does not have a significant effect on Psychological Well-Being ( $t = -1.322$ ;  $p = 0.191$ ). Conversely, Emotional Regulation has a positive and significant effect on Psychological Well-Being ( $t = 87.620$ ;  $p < 0.001$ ). These findings suggest that Psychological Well-Being among working mothers who are the primary breadwinners is influenced more by their ability to regulate their emotions than by the level of Work-Family Conflict they experience.

## Discussion

### An Overview of Work-Family Conflict

The research findings indicate that many working mothers at PT X who act as female breadwinners experience high levels of work-family conflict (WFC). These findings suggest that respondents tend to experience a clash between work demands and family responsibilities in their daily lives. Psychologically, this situation may arise because individuals must divide their time, energy, and attention between two roles that both demand high levels of commitment. According to Greenhaus and Beutell (1985), work-family conflict occurs when the demands of work and family roles cannot be met simultaneously, thereby causing role strain and tension. For mothers working at PT X as the family's primary breadwinners, this situation is understandable as they are responsible not only for their work but also for the family's needs. This finding aligns with the research by Gamadhila et al. (2024), which shows that working women with significant economic and family responsibilities tend to experience higher levels of role conflict.

### An Overview of Emotional Regulation

The research findings indicate that the majority of working mothers at PT X have a moderate level of emotional regulation. These findings suggest that the respondents possess a reasonably good ability to manage and control their emotions when faced with various pressures arising from work or family life. Psychologically, emotional regulation helps individuals reduce the impact of negative emotions, control emotional reactions, and adapt to stressful situations. Gross (2014) explains that emotional regulation is an individual's ability to monitor, evaluate, and modify emotional responses to suit the demands of a situation. For working mothers at PT X, this ability is crucial as they are required to juggle multiple roles simultaneously. These findings align with the research by Suryani and Adri (2024), which states that emotional regulation plays a role in enhancing an individual's ability to adapt to work and family pressures.

### An Overview of Psychological Well-Being

The research findings indicate that the majority of working mothers at PT X have a level of Psychological Well-Being (PWB) in the moderate category. These findings suggest that, despite facing various demands from work and family life, the respondents are still able to maintain a relatively good psychological state. Psychologically, this condition indicates that individuals still possess the ability to accept themselves, form positive relationships with others, develop their potential, and have a clear sense of purpose in life. According to Ryff (1989), Psychological Well-Being is an individual's state characterised by self-acceptance, positive relationships with others, autonomy, environmental mastery, life purpose, and personal growth. For mothers working at PT X as female breadwinners, the ability to maintain psychological well-being indicates an ability to adapt to various life demands. This finding is supported by research by Safitri and Anisah (2022), which states that the psychological well-being of working women is influenced by an individual's ability to manage stress and adapt to various life demands.

### Discussion of Hypotheses

Based on the testing of the first hypothesis (H1), a correlation coefficient of  $r = 0.177$  was obtained with a significance level of  $p = 0.175$  ( $p > 0.05$ ), and H1 was therefore rejected. These results indicate that work-family conflict is not significantly associated with psychological well-being among working mothers who are female breadwinners. Theoretically, Greenhaus and Beutell (1985) state that work-family conflict has the potential to cause psychological stress. However, the impact of such conflict may vary among individuals depending on their ability to adapt, coping strategies, social support, and

psychological resources. The results of this study support the findings of Riski and Ticoalu (2024), which show that Work-Family Conflict is not always directly related to low psychological well-being if individuals are able to manage the pressures they face effectively.

Conversely, the testing of the second hypothesis (H2) showed that emotional regulation has a very strong and significant positive relationship with psychological well-being ( $r = 0.996$ ;  $p < 0.001$ ), and so H2 was accepted. This finding indicates that the better an individual's ability to manage their emotions, the higher their level of psychological well-being. According to Gross (2014), emotional regulation is an individual's ability to monitor, evaluate, and modify emotional responses to suit the demands of a situation. This ability enables individuals to cope with life's pressures more adaptively, reduce the impact of negative emotions, and maintain a healthy psychological state. The results of this study are consistent with research by Suryani and Adri (2024), Devi (2025), Khairunnisa et al. (2024), and Ananta et al. (2025), which shows that emotional regulation plays a significant role in enhancing psychological well-being, particularly among women who face the demands of both work and family simultaneously.

Testing of the third hypothesis (H3) showed that work-family conflict and emotional regulation simultaneously had a significant effect on psychological well-being ( $F = 3964.232$ ;  $p < 0.001$ ), and H3 was therefore accepted. The coefficient of determination ( $R^2 = 0.993$ ) indicates that the two variables together account for 99.3% of the variation in Psychological Well-Being. However, the results of the partial tests show that only emotional regulation has a significant effect, whilst Work-Family Conflict does not make a significant contribution. These findings suggest that the ability to manage emotions is a more dominant factor in explaining psychological well-being than the role conflict experienced by respondents. According to Ryff (1989), individuals with good psychological well-being are characterised by the ability to accept oneself, develop one's potential, have life goals, and manage the environment effectively. In the context of working mothers as female breadwinners, the ability to regulate emotions enables individuals to continue fulfilling various role demands without experiencing a significant decline in psychological well-being. These findings are also supported by Nasution et al. (2025), who demonstrated that working women with good emotional regulation skills tend to be able to maintain psychological well-being despite facing high levels of work and family pressure.

Overall, the research findings indicate that emotional regulation is a key factor contributing to psychological well-being among working mothers who are the primary breadwinners at PT X. Although the majority of respondents experienced high levels of work-family conflict, this condition was not found to be significantly associated with psychological well-being. Conversely, emotional regulation ability was found to be a psychological resource that helps individuals cope with role pressures adaptively and maintain a positive psychological state (Nasution et al., 2025). Therefore, strengthening emotional regulation ability can be an important strategy in enhancing psychological well-being among working mothers who serve as the primary breadwinners of their families. These findings support the research by Khairunnisa et al. (2024) and Devi (2025), which indicates that emotional regulation skills play a crucial role in helping working women maintain psychological well-being despite facing various demands from work and family.

## CONCLUSION

This study shows that the majority of working mothers who are female breadwinners at PT X have high levels of Work-Family Conflict (WFC), whilst their emotional regulation and Psychological Well-Being (PWB) fall into the moderate category. The results of the correlation analysis show that WFC has no significant relationship with PWB ( $r = 0.177$ ;  $p > 0.05$ ), whilst emotional regulation has a very strong and significant positive relationship with PWB ( $r = 0.996$ ;  $p < 0.05$ ). This implies that the better an individual's ability to manage their emotions, the higher their level of psychological well-being.

Regression analysis results indicate that WFC and emotional regulation simultaneously have a significant effect on PWB. However, when analysed partially, only emotional regulation was found to have a significant effect on PWB, whilst WFC did not show a significant effect. Thus, emotional regulation can be regarded as the primary psychological factor involved in maintaining and enhancing Psychological Well-Being among working mothers who act as female breadwinners. These findings suggest that emotional regulation ability is a more important factor in explaining the psychological well-being of working mothers as female breadwinners than the work-family role conflict they experience.

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